Mission, Strategies and Actions

Mission Statement

Enterprise Saskatchewan provides leadership as the central coordinating agency of the Government of Saskatchewan for economic development. In partnership with key stakeholders, Enterprise Saskatchewan advances a transformative sustainable economic growth agenda and develops a culture of innovation and entrepreneurship that encourages investment and population growth, creating prosperity for all Saskatchewan residents.

Strategy

A. Engage stakeholders to identify solutions that enhance Saskatchewan's competitiveness

Key Actions

A1. Work with the Enterprise Saskatchewan Board, Sector Teams, Strategic Issues Councils, and other ministries to develop and facilitate implementation of strategic recommendations that remove barriers to investment and growth, identify alternative forms of service delivery, and enhance competition.

A2. Develop and coordinate a provincial economic growth strategy that contributes to Saskatchewan's competitiveness, in consultation with stakeholders.

A3. Provide leadership across ministries and agencies in economic development activities through initiatives such as interministry working/coordinating groups and the Major Projects Coordination Strategy.

A4. Convert innovations and advances in research and development into economic opportunity, together with Innovation Saskatchewan, and other partner agencies and stakeholders.

Strategy

B. Increase investment in Saskatchewan

Key Actions

B1. Collaborate with Intergovernmental Affairs and Foreign Affairs and International Trade Canada to generate investment attraction leads and expand Saskatchewan's profile in foreign markets through activities like the consulate contact program.

B2. Develop and implement annual marketing/communication plans to support the overall investment attraction strategy for domestic and international audiences.

B2.1. Continue the national campaign *Saskatchewan. Real Growth. Real Opportunity.* to encourage people to do business in the province or move to Saskatchewan for a career. Expand components of the campaign to include international business and media contacts.

B3. Organize investment attraction missions to, and visits from, priority markets, in partnership with key stakeholders.

B4. Facilitate and participate in national and international events and trade shows to attract investment for key industries.

Photo Credit: Enterprise Saskatchewan, Greg Huszar Photography, Mosaic Belle Plaine site

Key Actions Continued

B5. Coordinate between the provincial government and other stakeholders to attract new corporate investments and head office expansions from inside and outside the province.

B6. Help local companies grow by identifying opportunities and solving problems.

B7. Facilitate significant investments from outside the province by helping companies to overcome challenges and increase project management efficiencies.

B8. Review financial programs administered by Enterprise Saskatchewan and implement changes that increase investment in Saskatchewan businesses.

B9. Work with companies to identify opportunities to conduct research in Saskatchewan.

Strategy

C. Foster economic development by modernizing regulations and enhancing service delivery

Key Actions

C1. Work with other partners to streamline government service delivery to business through online services such as Saskbiz, BizPaL, Canada-Saskatchewan Business Service Centre, a Regulatory Information Database, and Information Services Corporation's Business Registrations Saskatchewan.

C1.1. Refine marketing/communication plans to encourage use of these services by Saskatchewan business people.

C2. Continue to work with other ministries to streamline regulations affecting trade, investment, and labour mobility under the New West Partnership.

C3. Continue to implement the Regulatory Modernization Initiative across government to reduce the impact of red tape.

Strategy

D. Provide tools to support development of a diversified, sustainable economy

Key Actions

D1. Work with industry to increase the participation of Saskatchewan companies in global supply chains and in major projects in Saskatchewan.

D2. Help Saskatchewan companies take advantage of government procurement opportunities.

D3. Encourage the adoption of Lean principles in key sectors to help increase productivity and offset labour requirements.

Photo Credit: Tourism Saskatchewan, Greg Huszar Photography, Dock Jumpers

D4. Continue to work with industry and government stakeholders to develop program and policy solutions that support industry development.

D5. Conduct a Small Business Loans Association (SBLA) program review with stakeholders to better understand program utilization, examine opportunities for improvement, and identify changes required to make it more effective.

D5.1. Enhance the marketing of the SBLA program to provide greater reach.

D6. Enhance the delivery and marketing of the employee investment portion of the Invest in Saskatchewan program, and implement new processes that provide greater utilization of the program.

D7. Incorporate provincial priorities in the fourth Western Economic Partnership Agreement.

D8. Administer the Saskatchewan Renewable Diesel Program to support production of renewable diesel from Saskatchewan facilities.

D9. Complete a review of the Ethanol Grant program and advance recommendations to Cabinet.

Strategy

E. Foster a culture of entrepreneurship

Key Actions

E1. Improve entrepreneurial skills development in the education system by providing support to develop additional teaching tools and resources.

E2. Work with stakeholders to support the development of entrepreneurs.

E3. Increase participation in the youth entrepreneurship awareness campaign, in partnership with business and community partners.

Strategy

F. Increase First Nations and Métis involvement in the economy as partners

Key Actions

F1. Continue to work in collaboration with First Nations and Métis Relations and other partners to support Aboriginal economic development events and facilitate partnerships that create economic opportunity for First Nations and Métis people.

F2. Continue to expand and market the Aboriginal Business Directory.

F3. Collaborate with the Clarence Campeau Development Fund to advance Métis economic development.

Photo Credit: Tourism Saskatoon, City of Bridges

Strategy

G. Ensure Saskatchewan's labour supply meets labour market demand

Key Actions

G1. Participate in labour recruitment missions to select national and international markets, in partnership with other stakeholders.

G2. Assist the Ministry of Advanced Education, Employment and Immigration in creating a provincial labour market strategy that builds partnerships among industry, labour, First Nations and Métis people and organizations, and training institutions to help close labour market supply and demand gaps.

G3. Work with other ministries and stakeholders to expand delivery of programs and services that help youth successfully transition into the labour force.

Strategy

H. Ensure transparency, accountability, and efficiency in all aspects of the Agency's operations

Key Actions

H1. Report on provincial economic performance including Saskatchewan's tax and regulatory environment.

H2. Publish public reports on Enterprise Saskatchewan's activities and accomplishments, including stewardship over public funds and progress on Board recommendations.

H3. Apply Lean methodology to two internal operations to streamline program and service delivery and to identify and eliminate unnecessary processes and requirements in administrative and operating procedures. Continue to make improvements for Lean initiatives already undertaken.

H4. Conduct surveys of stakeholders and clients/customers to assess service performance and identify improvements that will maintain high service standards.

H5. Continue to analyze the core business of the Agency for opportunities for streamlining, amending delivery or efficiencies.

Strategy

I. Implement the Agency's Human Resource Strategic Plan to support a high performance culture

Key Actions

I1. Implement workplace culture transformation initiatives.

I2. Provide opportunities for strategic professional and career development opportunities.

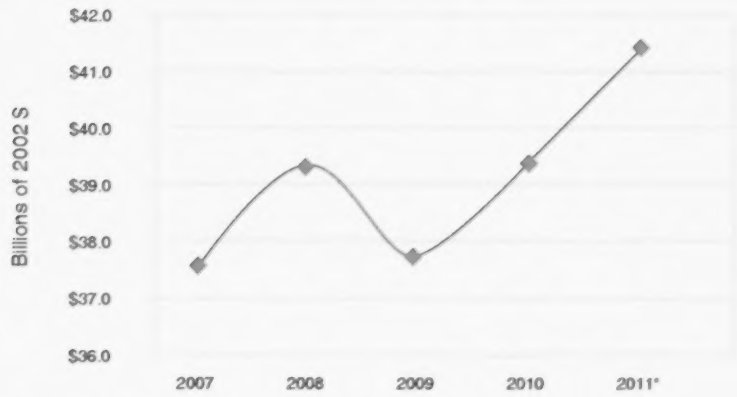
I3. Expand succession planning.

Performance Measures

The high-level economic and demographic performance measures presented here are impacted by Enterprise Saskatchewan's work, within the context of an integrated global economy. Many of these measures are heavily influenced by broader economic conditions beyond the control of Enterprise Saskatchewan. A number of more direct performance indicators related to initiatives undertaken by Enterprise Saskatchewan are also included.

Measure

Saskatchewan real GDP



Source: Statistics Canada, CANSIM Table 379-0025
**The 2011 figure is based on the Conference Board of Canada's Autumn 2011 forecast.*

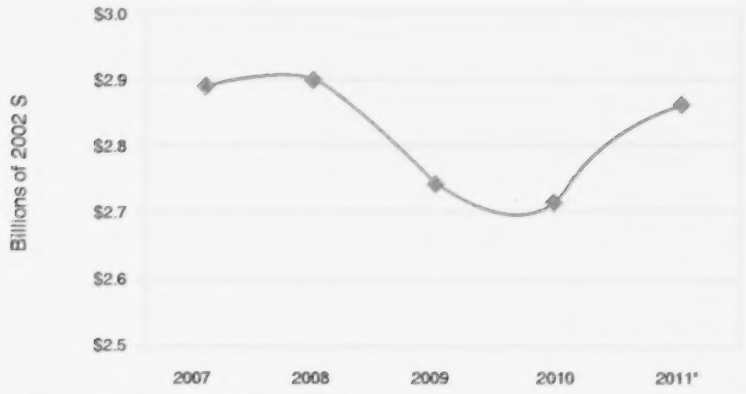
Measure Description

Real Gross Domestic Product (GDP) measures the amount of goods and services produced by the provincial economy. It expresses the value of goods and services produced in 2002 dollars, so rather than reflecting changes in price, only actual changes in output are reported. Rising Real GDP indicates a growing economy and is linked to improved standards of living for Saskatchewan residents. Increasing provincial GDP over the long-term is Enterprise Saskatchewan's principal objective and a measure of the province's economic strength; however, year-over-year changes are also influenced by factors such as exchange rates, commodity prices, weather, and the world economy. In 2010, signs of recovery from the effects of the global economic recession were evident in Saskatchewan. Several private sector forecasters expect Saskatchewan to lead the country in GDP growth in 2011.

Photo Credit: Tourism Saskatchewan, Devona Hill Photography, Rolling Pines Golf and Country Resort

Measure

Saskatchewan manufacturing sector real GDP



Source: Statistics Canada, CANSIM Table 379-0025
**The 2011 figure is based on the Conference Board of Canada's Autumn 2011 forecast.*

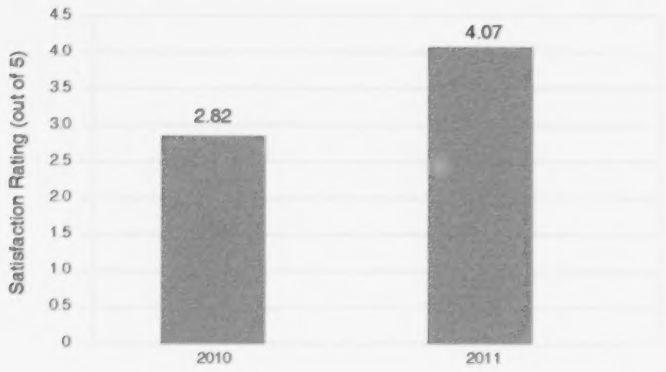
Measure Description

Manufacturing sector real GDP indicates changes in value-added production levels. Output is expressed in 2002 dollars to control for price fluctuations. It measures the combined economic performance of Saskatchewan's manufacturing industries. This measure is linked to Enterprise Saskatchewan's activities to build a diversified, sustainable economy. Demand in key markets for many of Saskatchewan's manufactured goods has softened due to the global recession and the strength of the Canadian dollar.

Photo Credit: Ministry of Tourism, Parks, Culture and Sport, photo by Paul Austring, Blue Sky over Duck Mountain

Measure

Client satisfaction rating



Source: Enterprise Saskatchewan

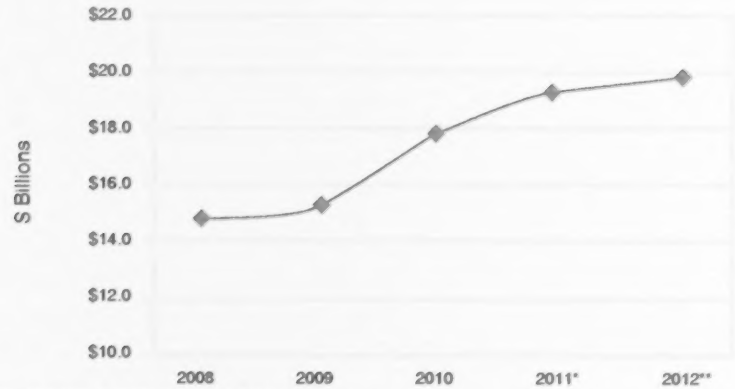
Measure Description

Client satisfaction ratings demonstrate Enterprise Saskatchewan's success in accomplishing its strategy of engaging stakeholders to identify solutions that enhance Saskatchewan's competitiveness. Based on responses to a client survey which targeted the Enterprise Saskatchewan Board, Sector Teams, Strategic Issues Councils, other government ministries/departments, business associations, etc., the 2011 overall satisfaction rating was 4.07, which represents a significant improvement over 2010 (2.82). The higher score reflects efforts that have been made to improve processes for interacting with stakeholders.

Photo Credit: Tourism Saskatoon, Broadway Bridge

Measure

Non-Residential capital investment in Saskatchewan



Source: Statistics Canada, CANSIM Table 029-0005
**Preliminary actual investment for 2011*
***Intentions for 2012*

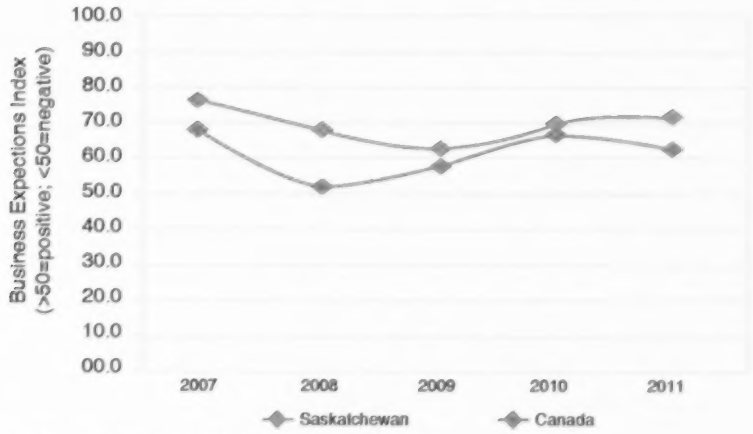
Measure Description

This measure captures public and private investment in non-residential construction, as well as investments in leasing, purchasing, installing, repairing, and maintaining machinery and equipment. Capital investment plans not only indicate management views of future prospects for their industry, but also signal the level of satisfaction with the provincial business environment. This measure is associated with several of Enterprise Saskatchewan's key actions and supports the strategy to increase investment in Saskatchewan over the long-term. Most of the investment growth in 2011 and projected growth in 2012 is due to mining sector investment.

Photo Credit: Tourism Saskatchewan, Greg Huszar Photography, Jones Peak, near Eastend

Measure

The Canadian Federation of Independent Business Business Barometer



Source: Canadian Federation of Independent Business (CFIB)

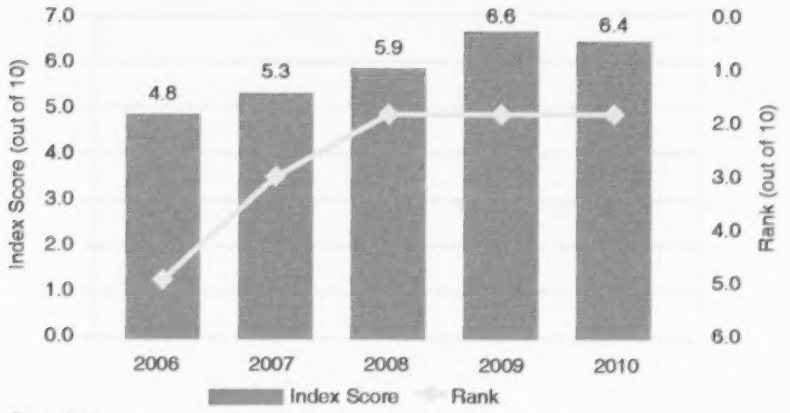
Measure Description

The Canadian Federation of Independent Business's (CFIB) Business Barometer measures business confidence by polling its members on whether they feel optimistic or pessimistic about the upcoming quarter compared to the last quarter. A score of 50 represents a neutral outlook. In the most recent monthly survey (Jan. 2012), Saskatchewan ranked second among the provinces. Enterprise Saskatchewan has some influence on this measure through its efforts to remove barriers to growth and also through its work to highlight Saskatchewan's strengths and opportunities.

Photo Credit: Tourism Saskatchewan, Greg Huszar Photography, Evergreen Golf Course

Measure

Provincial investment climate ranking



Source: Fraser Institute

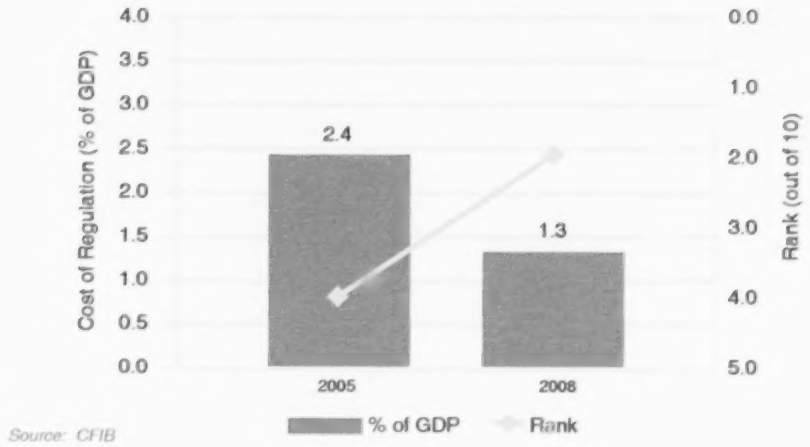
Measure Description

The Fraser Institute measures the provincial investment climate as a composite of six measures: corporate income tax, fiscal prudence, personal income tax, transportation infrastructure, labour market regulation, and burden of regulation. In the 2010 Provincial Investment Climate report, Saskatchewan ranked second in Canada, behind Alberta. Many aspects of Enterprise Saskatchewan's work impact the investment climate, and should be reflected in continuous improvement in this measure. In a separate 2011 study on labour markets, the Fraser Institute ranked Saskatchewan's labour market performance second out of all the provinces and the U.S. states.

Photo Credit: Tourism Saskatchewan, Charles Melnick, Canola and Flax Fields

Measure

Cost of regulations



Source: CFIB

Measure Description

The CFIB measures the cost of regulatory burden as a percentage of provincial GDP. Between 2005 and 2008, Saskatchewan improved from fourth to second position. Similar to several provinces, some of the improvement may also be attributable to economic growth. When measured as a percentage of business GDP, rather than overall provincial GDP, Saskatchewan ranked first among the provinces for lowest cost of regulatory burden. This measure is associated with Enterprise Saskatchewan's work in modernizing the regulatory system.

Photo Credit: Tourism Saskatchewan, Greg Huszar Photography, Fishing on Jan Lake

Measure

Client use of business services

	2007-08	2008-09	2009-10	2010-11
# of Saskbiz website unique hits	n/a	n/a	49,558	43,589
# of BizPal website unique hits	6,671	5,484	4,700	4,096
# of CSBSC website unique hits	412,528	519,928	144,000*	65,515
# of CSBSC client interactions	15,280	13,846	13,700	12,303

Source: Enterprise Saskatchewan

**Regional CSBSC websites were replaced by an integrated national site with regional views, which resulted in a decline in website visits.*

Measure Description

One of Enterprise Saskatchewan's objectives is to make it easier for businesses to interact with government. This is accomplished, in part, through provision of online services like Saskbiz and BizPaL, and the services of the Canada-Saskatchewan Business Service Centre (CSBSC). Client use of these services and the depth of coverage for industries in the province are indicators of successful service provision. This measure aligns with Enterprise Saskatchewan's strategy to foster economic development by modernizing regulations and enhancing service delivery.

Photo Credit: Enterprise Saskatchewan, photo by Cal Fehr, Cameco's McArthur River mine site

Measure

Small Business Loans Association Program results

	2006-07	2007-08	2008-09	2009-10	2010-11
# of loans	378	365	341	257	262
Loan amount ($ millions)	4.08	4.18	3.82	2.81	2.85
Jobs created	575	600	558	476	473
Jobs maintained	797	648	574	404	305

Source: Enterprise Saskatchewan

Measure Description

The Small Business Loans Association (SLBA) program allows local loan associations to access an interest-free line of credit in order to provide capital loans of up to $15,000 to local businesses. It is administered by Enterprise Saskatchewan on behalf of the Minister of Enterprise, and is an important source of support for small enterprises. "Jobs created" refers to new jobs resulting from SBLA loans and "jobs maintained" refers to existing jobs that were retained as a result of SBLA loans. This measure is associated with the strategy to provide tools to support development of a diversified, sustainable economy.

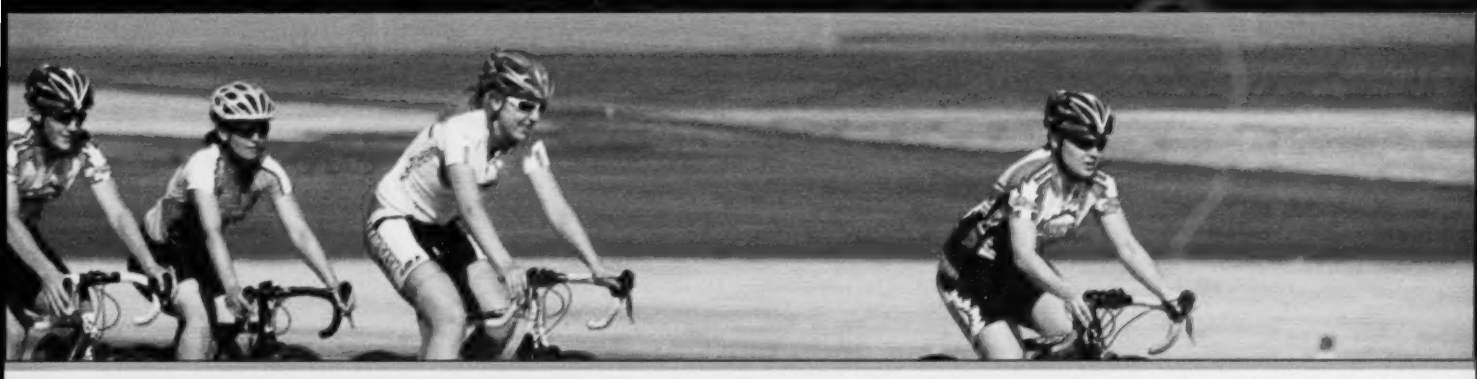


Photo Credit: Tourism Saskatchewan, Greg Huszar Photography, Cycling near Saskatoon

Measure

Western Economic Partnership Agreement funding activities

	2007-08	2008-09*	2009-10	2010-11
# of investment contracts	13	0	12	9
Provincial investment ($M)	4.3	1.1	3.2	4.2
Total investment leveraged ($M)	8.9	0	10.9	24.2**

Source: Enterprise Saskatchewan

**The WEPA II agreement provided $24.4 million in provincial funding and leveraged a total of $98.2 million in federal and other partner funding for 52 projects over a five-year period ending March 31, 2008. Due to delays associated with the provincial election, the third WEPA agreement was not signed until January 2009, with the result that no new contracts were concluded in 2008-09, although funding continued to flow under existing contracts.*

***This is a cumulative total since the beginning of WEPA III in 2009-10; some of the commitments will not be fulfilled until 2013-14. Until projects are completed, it is very difficult to determine how much of the leveraged funds were actually spent during a given fiscal year.*

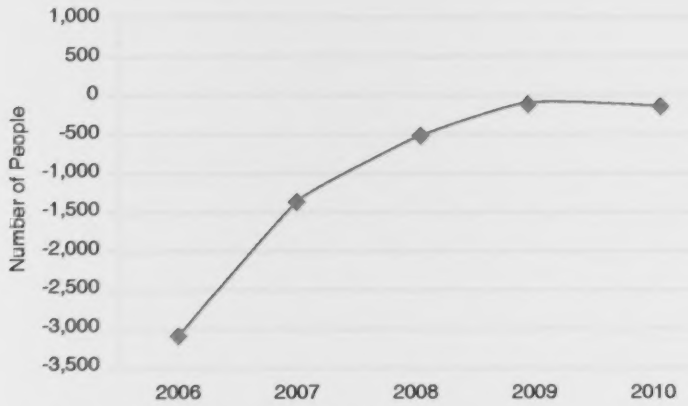
Measure Description

Through the Western Economic Partnership Agreement, Enterprise Saskatchewan invests in partnership with Western Economic Diversification Canada in economic development projects focused on commercialization of research and development, trade and investment, business productivity and competitiveness, and increased value-added production in traditional industries. Government investment in these areas helps create conditions that spur private investment and industry development. This measure aligns with Enterprise Saskatchewan's strategy to provide tools to support development of a diversified, sustainable economy.

Photo Credit: Tourism Saskatchewan, Greg Huszar Photography, Nesslin Lake Campground

Measure

Net interprovincial migration (youth aged 15 to 24)



Source: Statistics Canada, CANSIM Table 051-0012

Measure Description

This measure is related to Enterprise Saskatchewan's strategy to ensure the province has an adequate labour supply. Net interprovincial youth migration trends indicate how successful Saskatchewan is at retaining and attracting young people. If youth are engaged in the economy and have positive perceptions of opportunities in Saskatchewan, they will be more likely to stay in the province. Enterprise Saskatchewan's success in facilitating greater participation of Saskatchewan's young people in the economy is one of several factors that should lead to continued improvement in net interprovincial migration over the long-term.

Financial Summary

2012-13 Estimates	(in thousands of dollars)
Enterprise Saskatchewan	
Operations	20,744
Programs	12,319
Total Appropriation	**33,063**

For more information, see the Budget Estimates at: http://www.finance.gov.sk.ca/budget2012-13

Photo Credit: Tourism Saskatchewan, David Buckley, Canoeing, MacFarlane River

Highlights

Key highlights for Enterprise Saskatchewan's 2012-13 Budget include:

- $20.7 million in operating funding to provide support for Sector Teams and Strategic Issues Councils. This funding also provides corporate operational support including marketing, policy development and economic performance monitoring required for the delivery of the Agency's mandate.
- $8.9 million for the Western Economic Partnership Agreement to invest jointly with Western Economic Diversification in innovation and commercialization projects that increase Saskatchewan's competiveness.
- $3.4 million to continue delivering market intelligence, international finance, logistics and trade development programs and services to Saskatchewan-based exporters through the Saskatchewan Trade and Export Partnership.

For More Information

Please visit the Agency's website at www.enterprisesaskatchewan.ca for more information on the Agency's programs and services.

Front Page Photo Credits

Canola and flax fields	*Biking, Narrow Hills Provincial Park*	*Motherwell Homestead National Historic Site of Canada*	*Saskatchewan Legislative Building*
Photographer, Charles Melnick	*Greg Huszar Photography*	*Greg Huszar Photography*	*Greg Huszar Photography*